

Outline of Information Needed for Decision on Areas for Detailed Analysis

I. ORGANIZATION

- a. Mission and structure
- b. Size
- c. Major occupational groups—numbers, working environment, and risks for each group.
- d. Personnel Office organization and delegation of personnel authority with the agency.

II. LEGAL BASIS FOR PERSONNEL PROGRAM

- a. Authorizing laws
- b. Authorizing and/or controlling regulations from higher level authority
- c. Other applicable laws and executive orders, e.g. FLSA, OSHA, CSRA, Ethics in Government Act, Uniform Selection Guidelines.
- d. Major problems created by current controlling laws or regulations or by other applicable laws and regulations.

III. STATUTORY CHANGES IN PERSONNEL PROGRAM SINCE 1978

- a. Law and date
- b. Nature of change introduced by the law
- c. Problem(s) addressed by law
- d. Evaluation of the effect of the change brought about by the law.

IV. STATUTORY CHANGES REQUESTED SINCE 1978 FOR PERSONNEL PROGRAM BUT NOT SECURED

- a. Bill and date
- b. Nature of change requested in bill
- c. Problem(s) addressed by the requested change
- d. Reason(s), if known, for failure of proposal
- e. Is the legislation still needed?

V. REGULATORY CHANGES IN PERSONNEL PROGRAM REQUESTED AND SECURED FROM HIGHER AUTHORITY SINCE 1978

- a. Change secured by the reporting agency.
- b. Cite regulation and date
- c. Nature of the change
- d. Problem(s) addressed by revised regulation
- e. Evaluation of the effect of the change.

VI. REGULATORY CHANGES REQUESTED FROM HIGHER AUTHORITY FOR PERSONNEL PROGRAM SINCE 1978 BUT NOT SECURED

- a. Proposal and date
- b. Nature of change requested
- c. Problem(s) addressed by the requested change
- d. Reason, if known, for failure of proposal

- e. Is the regulatory change still needed?

**VII. SIGNIFICANT CHANGES MADE IN PERSONNEL PROGRAM SINCE 1978
WITHIN EXISTING AUTHORITIES**

(Definition of significant change is as provided in conference report for 1978 Appropriation Act--"departures from current personnel management or compensation structures.")

- a. Nature of change; description.
- b. Date
- c. Problem(s) addressed by change
- d. Evaluation of the effect of the change.

**VIII. CHANGES CONSIDERED TO BE NEEDED IN CONTROLLING PERSONNEL
LAW AND/OR REGULATION**

(Discuss law and/or regulation needing change which were not discussed in sections IV and VI above.)

- a. Nature of the change needed
- b. Reason change considered needed
- c. Status of proposal, i.e. draft, concept paper, idea stage, etc.

**IX. SIGNIFICANT CHANGES CONSIDERED NEEDED IN PERSONNEL
PROGRAM AND WHICH CAN BE MADE WITHIN EXISTING AUTHORITIES
BUT ARE BEING DELAYED BY THE 1978 APPROPRIATION ACT
CONFERENCE REPORT LANGUAGE.**

- a. Nature of the change needed
- b. Reason change considered needed
- c. Status of proposal, i.e. draft, concept paper, idea stage.

**X. ANY OTHER MAJOR ISSUES/PROBLEMS IN THE AGENCY PERSONNEL
PROGRAM**

- a. Identify issue(s) and problem(s)
- b. Brief statement of the issue/problem and impact on accomplishment of the Agency mission.
- c. Action needed to address to the issue/problem.

XI. RECRUITING AND RETAINING PERSONS WITH CRITICAL SKILLS

(Assessment by agency of problems in recruiting and retaining persons with skills critical to the mission of the agency.)

- a. Agency specific information on engineers, computer scientists, mathematicians, and linguists; the skills cited in the Conference Report.
- b. Identify any other skills which an agency has found are difficult to recruit and retain staff.
- c. For each such skill area, determine:
 - numbers, required and obtained annually.
 - current vacancy rate for the positions using the skill.

- current vacancy rate for the positions using the skill.
- qualifications required
- salary range offered
- hiring levels; entrance level, experienced, or both.
- nature of recruitment programs
- turnover, by length of service and grade level.
- quality assessment of new hires.
- quality criteria used.

XII. ADDRESSING THE FUTURE

- a. Anticipated workforce changes in coming 5-10 years
- b. Cause of workforce changes—i.e. skill, technological, and/or organizational changes.
- c. Anticipated impact of changes in American workforce demographics on agency workforce.
- d. Is there a long range workforce plan for the organization?

XIII. CURRENT PERSONNEL POLICIES AND PRACTICES OF EACH AGENCY

- a. Recruitment programs
- b. Appointment procedures and requirements
- c. Job classification programs
- d. Qualifications requirements
- e. Salary structure and other benefit programs
- f. Promotion policies and procedures
- g. Performance appraisal
- h. Training and career development
- i. Mobility requirements
- j. Reduction in force procedures
- k. Adverse actions procedures
- l. Retirement program
- m. EEO and affirmative action
- n. Interface with other personnel systems in agency—civilian and military

XIV. COMPETITION BETWEEN IC AGENCIES IN PERSONNEL PROGRAMS

- a. Identify any area in the personnel area where the agency believes it is significantly disadvantaged vis a vis other IC agencies because of different personnel policies.
- b. Secure agency views where and why it is believed that a greater difference is warranted from the personnel policies of the non-intelligence agencies of the government.

XV. AGENCY VIEWS ON TERMS OF REFERENCE ISSUES

- a. Secure each agency's views on the issues suggested for detailed examination in the Terms of Reference.
These are:

- competition with the private sector
- security considerations
- rewards for employees
- training and retraining to meet changing staffing requirements.

- quality of work life
- retirement systems
- alternatives to the General Schedule and the need for increased flexibility in this area.
- occupational pay
- leave and benefits
- adequacy of career development programs
- potential impact of war time operations.

b. Determine for each issue the importance of the issue; the reasons for its importance to the agency; agency views and position on the issue; and suggestions for how to approach a detailed inquiry of the issue.

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